HEART
OF LONDON
BUSINESS
ALLIANCE

BUSINESS PROPOSAL
2027 - 2030

Investing in the place your business depends on

Leicester Square & Piccadilly Circus

Piccadilly & Jermyn Street

Occupier BIDs





Contents

What your investment will deliver

4. Message from the Chair and Chief Executive
6. The proposal at a glance
8. Why the Heart of London matters to your business
10. Six BIDs working across three areas
12. How HOLBA puts your shared investment to work
14. What this means for your business

Your priorities. Our response

16. 3 Strategic priorities
24. 5 Commitments to your business

How your investment and ballot work

52. How your investment is managed
54. Who pays and how much
56. The ballot and your vote

The details for your BID

58. Schedule 1: Leicester Square & Piccadilly Circus Occupier BID
64. Schedule 2: Piccadilly & Jermyn Street Occupier BID

Your vote decides what happens next

About this proposal

This Renewal and Alteration BID Proposal sets out the services, investment and BID arrangements proposed for the Leicester Square & Piccadilly Circus and Piccadilly & Jermyn Street Occupier BIDs, from 1 April 2027 to 31 March 2030. Details of the proposed boundary alteration are set out under “The ballot and your vote” and in Schedule 2.

Message from the Chair and Chief Executive

Together, we can make the Heart of London a better place for your business to thrive.

Every day, people come to the Heart of London to work, meet clients, shop, stay, eat, and enjoy world-class culture. The quality of the area affects whether they choose to come here, stay longer, and return. That matters to your business.

Businesses and property owners share a stake in this area's success. Heart of London Business Alliance (HOLBA) brings us together to act on it. For more than twenty years, our business-led, not-for-profit organisation has helped improve the Heart of London through collective investment.

We provide additional security, street management, cleaning, business support, and promotion, and represent your interests in decisions affecting the West End. These services build on those provided by the Council, police, and other public bodies.

You have been clear about what needs to happen next. Crime and antisocial behaviour are hurting businesses. Costs remain high. Competition for customers, workers, and investment is growing. Major decisions about the future of the West End are being made now.

Renewing the two Occupier BIDs would unlock around £20 million of planned investment from businesses and property owners over the next three years. Together, we can maintain the services that keep streets safe, clean, and welcoming, support businesses with everyday challenges, improve streets and public spaces, and ensure your interests are represented in decisions shaping the West End's future.

As Chair and Chief Executive, we take responsibility for making this investment count. We know your support cannot be taken for granted. We must earn it by listening, acting on what matters to you, and delivering what we promise.

We believe renewal is the right decision for your business and the future of the Heart of London.

We ask you to vote YES and continue investing in the place your business depends on.

Your ballot paper must arrive by 5pm on 4 March 2027.

Every vote counts.



Adam Wiles

Adam Wiles
Chair,
Heart of London
Business Alliance



Ros Morgan

Ros Morgan
Chief Executive,
Heart of London
Business Alliance



The proposal at a glance

Investing in the place your business depends on.

Businesses investing together

Heart of London Business Alliance (HOLBA) brings businesses and property owners together to improve the area. We manage six Business Improvement Districts (BIDs), funding services, and improvements beyond those provided by the Council and police.

Our proposal for 2027–2030

We propose renewing the Leicester Square & Piccadilly Circus and Piccadilly & Jermyn Street Occupier BIDs for three years, from 1 April 2027 to 31 March 2030. The Piccadilly & Jermyn Street proposal also extends the BID to Berkeley Street, Stratton Street, Lansdowne Row and Mayfair Place.

Why this matters to your business

Safe, well-managed streets, a welcoming destination, and decisions that support growth all affect your business. Investing together gives businesses practical support, greater influence, and the ability to deliver improvements they cannot achieve alone.

3 Strategic Priorities

The wider changes we will pursue to improve conditions for your business.

1. Tackling crime and making the West End safer.
2. Reducing the cost of doing business.
3. Unlocking investment and growth.

5 Commitments to your business

The practical services, support, and improvements your investment will fund.

1. Professional street management and dedicated problem solving.
2. Practical support that saves your business time and money.
3. More reasons to visit, work, and spend time here.
4. A stronger voice in decisions that affect your business.
5. Lasting improvements to streets and public spaces.

Vote YES to secure three more years of services, support and investment.

£20m Planned investment

Over three years, approximately £10 million from the two Occupier BIDs and £10 million from the corresponding Property Owner BIDs would fund services and improvements across the two areas, before additional non-levy funding.

1.44% Average annual levy

Your business's contribution: The annual levy averages 1.44% over the three-year term, calculated using your property's 2023 rateable value. Your BID's annual levy rates and worked examples are set out in the schedules at the end of this proposal.

Your vote decides

Your vote decides what happens next. Each Occupier BID has its own ballot. Without renewal, your Occupier BID and the corresponding Property Owner BID would both end on 31 March 2027, along with the services and investment they fund. The Property Owner BID depends on the Occupier BID being renewed. **Once lost, this collective investment cannot simply be switched back on.**

Key Dates

4 Feb 2027	**Ballot opens**
4 Mar 2027	**Voting closes**
5 Mar 2027	**Result announced**
1 Apr 2027	**If successful, new term begins**

Why the Heart of London matters to your business

Your business benefits when the whole area succeeds.

Offices bring workers and clients. Shops, restaurants and cultural venues draw customers and audiences. Hotels bring guests who explore and spend locally. Together, they create a destination people choose to visit, spend time in and return to.

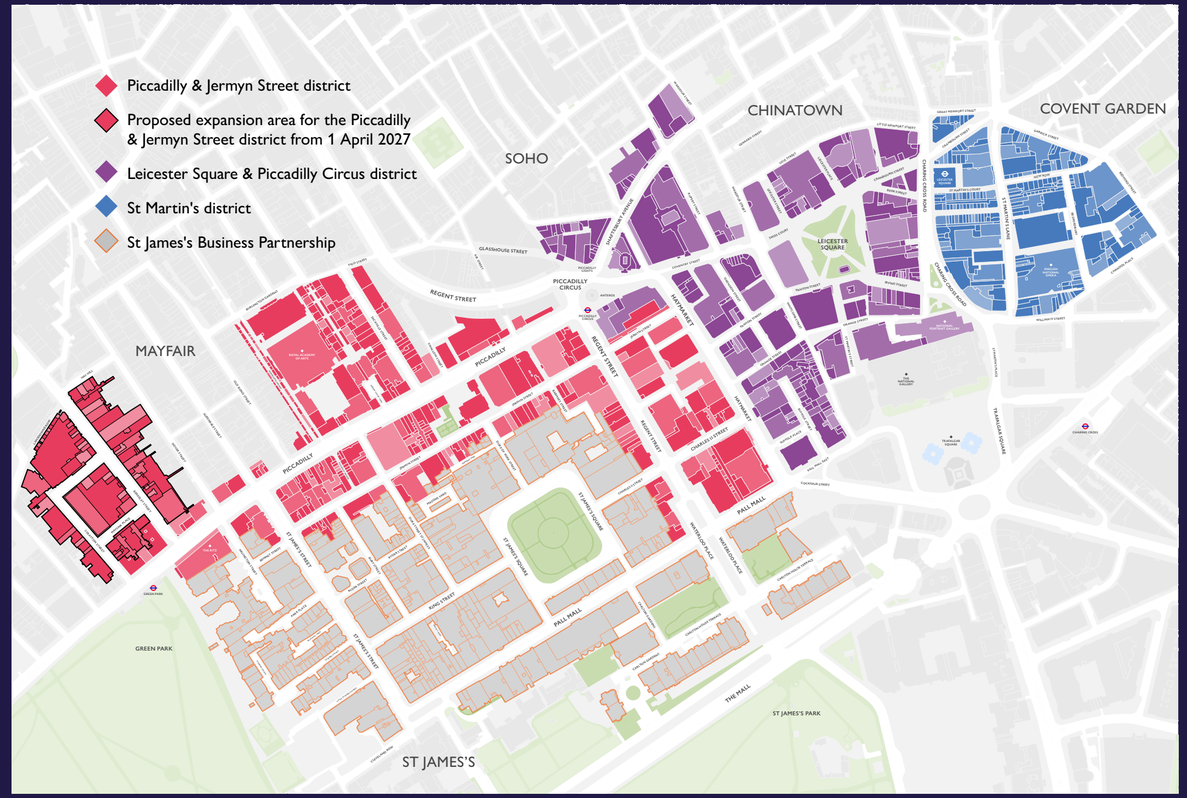
Safe streets, good management and reliable access help turn that activity into trade, attract employees and give businesses confidence in their future.

The area in numbers

£14.6BN
Annual economic output

117K+
Jobs supported

85M+
Visits each year





Six BIDs working together.
Two Occupier BIDs up for renewal.

Six BIDs working across three areas

HOLBA manages six Business Improvement Districts across Leicester Square & Piccadilly Circus, Piccadilly & Jermyn Street and St Martin's. Each area has an Occupier BID funded by eligible businesses, and a Property Owner BID funded by eligible property owners.

Each BID has its own budget and accounts, while sharing HOLBA's teams, expertise and purchasing power. Working across the area helps us coordinate services and tackle problems that cross BID boundaries.

Renewing two BIDs for 2027 to 2030

The Leicester Square & Piccadilly Circus and Piccadilly & Jermyn Street Occupier BIDs reach the end of their terms in March 2027. This proposal seeks their renewal for three years, to 31 March 2030.

The other four BIDs are not being balloted now. Their terms are scheduled to run until 2030. The corresponding Property Owner BIDs can continue only if their Occupier BIDs are renewed.

A three-year term would bring all six BIDs to a common renewal point, allowing businesses and property owners to consider the best structure for the Heart of London from 2030.

Extending Piccadilly & Jermyn Street

We propose extending the Piccadilly & Jermyn Street Occupier BID to include Berkeley Street, Stratton Street, Lansdowne Row and Mayfair Place. Schedule 2 sets out the proposed boundary and eligible properties.

“As a hotel group with properties across the West End, we see the value of managing the area as one connected destination. Our hotels in Piccadilly and Leicester Square already benefit from HOLBA's support for a safe, welcoming, and well-managed environment for guests and colleagues. Extending the Piccadilly & Jermyn Street BID would give businesses in this part of Mayfair a stronger collective voice and more opportunities to promote the area together. It would also help us improve the visitor experience, from security and cleanliness to the quality of streets and public spaces around Green Park.”

Krishma Singh Dear, Head of Design, Edwardian Hotels London

How HOLBA puts your shared investment to work

Together, your investment goes further.

Large landowners invest in their own estates. The Heart of London area has no single owner, so HOLBA brings occupiers and property owners together to achieve what they cannot do individually.

Keeping the Heart of London competitive

Westminster's 20 BIDs invest £25 million in their districts. Large estates are investing too, alongside Oxford Street's transformation through the new Oxford Street Development Corporation. Across the UK and internationally, competing destinations use BIDs to strengthen their offer.

Without your BID, the loss of additional services would be visible immediately. The gap would grow as others continued investing. Renewal keeps businesses shaping and funding the Heart of London's future.

What investing together makes possible

Greater buying power:
Shared services and expertise make your money go further.

Stronger influence:
A collective voice carries more weight with decision-makers.

Lasting improvements:
Joint funding makes projects possible across property boundaries.



HOLBA's Future Talks: Where next for the West End's 24-hour Economy?

What this means for your business

A better experience for the people who matter to your business, from colleagues and clients to customers, guests, and audiences.

You do not have to use every HOLBA service to benefit. Whether you need regular practical help or occasional advice and promotion, your investment supports a safer, better-managed area and stronger trading conditions.



Offices

The quality of the area is part of the experience you offer employees and clients.

HOLBA supports a safer, well-managed environment for people travelling to and from work, helping you welcome clients and attract and retain talent. We provide practical support that saves time and money, and represent employers on issues including business rates, transport, and the future of the West End.



Retail

The experience outside your shopfront affects what happens inside it.

HOLBA responds to crime and antisocial behaviour, helps resolve everyday street problems, and promotes the area to attract visitors and encourage them to stay and spend. This supports customer confidence and a stronger trading environment. We also press for business rates reform and provide practical help to reduce operating costs.



Hospitality and accommodation

The guest experience begins before someone reaches your door.

HOLBA supports security, cleanliness, and street management to help create a safer, more welcoming destination. We promote the Heart of London and work with partners to improve the experience of moving through and spending time in the area, supporting visitor confidence and repeat visits.



Culture and entertainment

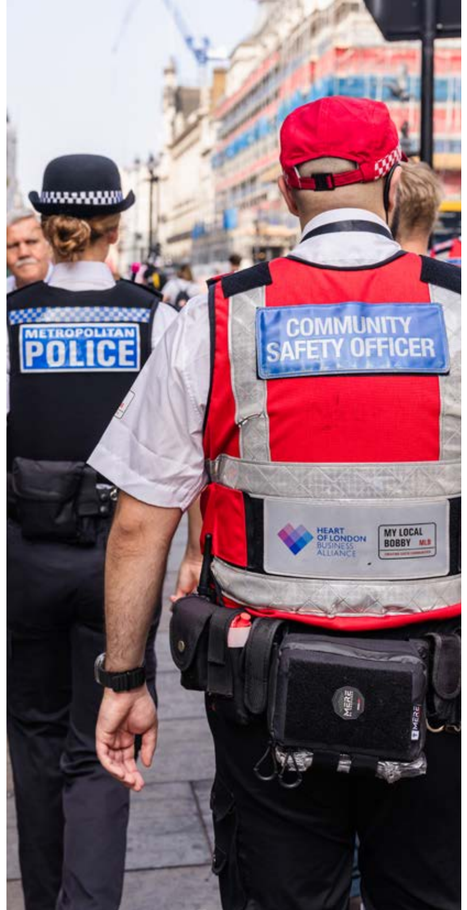
Theatres, cinemas, galleries, casinos, and attractions are central to what brings people to the Heart of London.

HOLBA promotes the area's cultural offer, supports a safer evening environment, and helps address practical issues affecting audiences, employees, and venues. This helps improve the visitor experience and strengthen the area's appeal as a leading destination.

You do not have to use every HOLBA service to benefit.

3

Strategic priorities







Your priorities

These are the issues where businesses need more than day-to-day services. They require sustained leadership, collective action and influence with government and public bodies.

Our response

What you told us has shaped our priorities and commitments for the next three years.

Through our survey and conversations, you asked for stronger action on crime, relief from business rates and operating costs, and an area that remains competitive for customers, workers, and investment.

Our three strategic priorities tackle these wider challenges.

1. Tackling crime and making the West End safer
2. Reducing the cost of doing business
3. Unlocking investment and growth

Our five commitments set out the practical services and improvements HOLBA will deliver for your business.

Priority 1

Tackling crime and making the West End safer

Stronger policing and coordinated action against persistent crime.

Crime and antisocial behaviour disrupt trading, put staff and customers at risk and undermine confidence. The West End's busy streets, late-night economy, transport hubs and major events place exceptional demands on policing. Yet intelligence, resources and responsibility have too often been fragmented.

Secure policing that matches West End demand

HOLBA established the West End Crime Taskforce, bringing together New West End Company, the Mayor of London and the Leader of Westminster City Council to strengthen coordination and secure additional resources.

Our work through the Taskforce helped secure up to 80 additional dedicated police officers, a 50% increase in the West End team, and establish the West End Fusion Cell to bring intelligence and enforcement together. The Met subsequently reported a 40% fall in theft from the person, including mobile phone theft, during 2025/26.

We will build on this progress, making the case for policing and enforcement that reflect daily footfall, evening activity and the pressures businesses face.

Target repeat offenders and recurring problems

Our security and street management teams will combine incident reports with intelligence gathered on the ground to identify patterns, target persistent offenders and direct resources where they are most needed.

HOLBA will maintain a dedicated presence in the West End Fusion Cell, ensuring local intelligence informs responses to crime hotspots and emerging threats. The everyday security and practical services available to your business are detailed in Commitment 1.

Bring public authorities together to act

Through the Taskforce, we will develop a West End Crime Reduction Plan with the police, Westminster City Council, TfL and other public bodies, aligning their powers and resources around shared priorities.

Businesses should not have to work out which organisation is responsible before they can get help. Where HOLBA can act directly, we will. Where others hold the powers, we will take the issue to them and follow it through.



Priority 2

Reducing the cost of doing business

Campaigning for business rates reform, challenging new costs and seeking tax changes that strengthen your competitiveness.

High operating costs leave less money to invest in people, premises and future growth. Business rates remain a particular pressure, alongside employment, property and utility costs.

Reduce the business rates burden

We will campaign for a fairer system that reflects the modern economy, reduces costs for physical premises and encourages investment, employment and thriving high streets.

Build national support and secure Government action

HOLBA founded the Real Rates Reform UK Alliance, bringing together businesses and national organisations from across the UK to build an evidence-based case for reform.

The Alliance has secured support across sectors, strengthening the call for a fairer business rates system.

Over the next three years, we will build on this momentum, taking the case directly to Government and Parliament and ensuring the interests of Heart of London businesses are represented in national decisions.

Restore tax-free shopping to attract international spending

Independent research commissioned by HOLBA from Cebr estimates that restoring tax-free shopping could generate £11.5 billion in UK economic output, support more than 153,000 jobs and deliver a £2.6 billion net gain to the Treasury.

Alongside industry partners, we will campaign for its return and seek a full Treasury assessment of the wider economic benefits alongside the cost of VAT refunds.

Challenge the overnight visitor levy

We have opposed the proposed overnight visitor levy and will continue to challenge it. An additional charge would increase the cost of visiting London and place further administrative and financial pressures on accommodation providers, with consequences for the wider visitor economy.

If introduced, we will seek safeguards including proportionate charges, straightforward administration and local reinvestment, with businesses involved in spending decisions.

Commitment 2 sets out the practical help available to reduce everyday operating costs.



HOLBA takes the issues affecting businesses directly to the decision-makers who can drive change. Rising business rates aren't just a London problem; they're hitting high streets across the UK. A single business can explain its own position, but HOLBA shows the wider impact, backs it with evidence, and brings businesses and industry bodies together behind the case for change. That gives us a far stronger voice than any one business has alone.

Bev King, CEO and Owner, Z Hotels, Leicester Square & Piccadilly Circus BID and Piccadilly & Jermyn Street BID

Priority 3

Unlocking investment and growth

> **Removing barriers so businesses can adapt, expand and attract more customers.**

Businesses need confidence to invest in their premises and develop their offer. Planning, licensing, transport and public policy should enable that ambition, not hold it back.

One West End: a shared plan for growth

Responsibility for the West End is spread across boroughs and organisations. HOLBA created One West End to coordinate action on shared priorities.

We will seek funding for independent experts to develop a West End Growth Strategy, identifying what needs to change and the practical steps required.

HOLBA led the campaign for the wider West End to be recognised as an International Centre for Commerce, Culture and Experience. Its inclusion in the Mayor's Draft London Plan strengthens the area's standing in planning policy and the case for future investment.

Make Oxford Street investment work for the whole West End

Major investment in Oxford Street is welcome, but it cannot succeed in isolation. Visitors come to the West End to shop, eat, work and enjoy its culture and entertainment — not just to visit one street.

We will push for investment that benefits the whole West End, bringing more visitors and spending into surrounding areas, improving connections and ensuring access, deliveries and safety work for neighbouring businesses.

Seek clearer, faster planning and licensing decisions

Delays, uncertainty and unnecessary restrictions can prevent businesses from adapting premises, changing their offer or extending trading hours.

HOLBA has demonstrated the commercial impact of these barriers through its engagement with decision-makers. The need for greater certainty is reflected in the Draft London Plan, Westminster City Council's Growth Statement and discussions on its Statement of Licensing Policy and emerging City Plan.

Through our West End Licensing Vision and wider planning work, we will seek more consistent policies, timely decisions and earlier consultation. We will also make the case for responsible growth in culture and evening trade, while addressing safety and neighbourhood concerns.



5

Commitments to your business


1. Our 24/7 security team



2. Our services guide


3. P-ART-Y After Dark, part of Art After Dark


4. Westminster City Council Leader Paul Swaddle and HOLBA Chief Executive Ros Morgan


5. Development on Piccadilly

Our commitments

What you can expect from HOLBA over the next three years.

Alongside our strategic leadership, these five commitments set out the services, support and improvements HOLBA will deliver during the next term.

1. Professional street management and dedicated problem solving
2. Practical support that saves your business time and money
3. More reasons to visit, work and spend time here
4. A stronger voice in decisions that affect your business
5. Lasting improvements to streets and public spaces

Building on what we have achieved together, these commitments focus on the everyday support and lasting improvements that make a difference to your business.

Commitment 1

Professional street management and dedicated problem solving

Daily help to keep your surroundings safe, clean, and well managed, with someone to act when problems arise.



HOLBA street cleaning team

Why this matters

Clean pavements, safe arrivals and help during an incident matter to your business, whether people are coming here to work, meet clients, shop or enjoy an evening out. Our security team (My Local Bobby), Street Managers, and cleaners work across the area every day. They deal with problems directly, support your staff and bring in the organisations with the powers to resolve issues we cannot tackle alone.

Delivery highlights

- Between September 2025 and August 2026, our security team attended 3,028 incidents involving crime, antisocial behaviour or disturbances across the HOLBA area, acting as first responders in 98% of cases.
- Over the same period, our cleaning team completed 47,940 janitorial tasks, with 96% addressed within 45 minutes. This included tackling 2,904 graffiti incidents and 2,004 fly-tipping incidents, as well as cleaning more than 174,000 square metres of paving.
- Across the wider Heart of London area, HOLBA teams also recovered more than £40,000 worth of stolen stock between September 2025 and August 2026, helping businesses recover losses from retail crime.

Commitment 1

What we'll deliver

- **Provide 24/7 security support and safer nights**, through My Local Bobby, business radios, and ALERT (our crime and antisocial behaviour intelligence-sharing platform), helping businesses report incidents and get help quickly. Patrols, Safe Havens, Night Stars, WAVE training and Ask for Angela support staff and visitor safety.
- **Resolve everyday street problems**, through dedicated Street Managers who identify issues, follow unresolved problems through and coordinate action with police, Council, transport, and enforcement teams.
- **Keep streets cleaner seven days a week**, through bin washing, pavement flushing, power washing, and chewing gum removal, with rapid reporting of graffiti, fly-tipping, and street defects.
- **Help businesses manage disruption and emergencies**, with alerts, planning and practical support to prepare, respond and return to normal.
- **Address rough sleeping and support vulnerable people**, connecting people with specialist outreach services while helping businesses resolve recurring problems.

> **HOLBA gives our businesses a single, trusted network and a clearer picture of what's happening across our area and among Westminster businesses. We also have direct-line security support when it matters most. HOLBA brings businesses together, helps us look out for one another, and gives us practical ways to promote what we do. This support helps us meet our licensing objectives, support our staff, and enhance the experience we offer our guests.**
>
> **Roisin Finnerty, General Manager, Albert's Schloss, Leicester Square & Piccadilly Circus BID**

In practice

Turning crime data into action

Boots, Leicester Square & Piccadilly Circus BID

The challenge

Boots trades late and faces repeated shoplifting and challenging incidents, putting staff, customers, and stock at risk.

What HOLBA did

Boots uses HOLBA's Business Community Radio to call for security support and ALERT to record incidents. This enables a rapid response while helping HOLBA identify patterns, connect incidents, and target repeat offenders.

The result

Over the 12 months to October 2026, HOLBA's security team recovered 52% of stock stolen from Boots.

Strengthening operations through better standards

Empire Casino, Leicester Square & Piccadilly Circus BID

The challenge

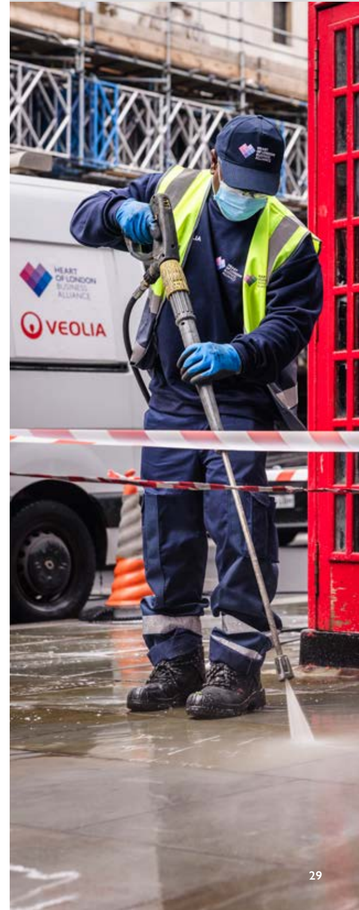
Empire Casino had strong safety policies, but needed a more consistent approach to staff training, customer care, and incident management.

What HOLBA did

HOLBA introduced Empire Casino to Best Bar None, a national accreditation scheme that helps venues review their safety, welfare, and customer service standards.

The result

Since accreditation, Empire reports greater staff confidence, better communication and more consistent support for vulnerable customers and more effective incident management, helping staff prevent problems as well as respond to them.



Commitment 2

Practical support that saves your business time and money

Shared buying power, useful information and a dedicated Account Manager to help your business.



Why this matters

Running a business here is expensive and time-consuming. Your Account Manager provides a single point of contact for local advice, shared services, trading data, staff benefits and training.

Delivery highlights

- From April 2022 to June 2026, our shared waste service saved 102 businesses £298,610, managing 22,650 tonnes of waste and avoiding 21,190 tonnes of carbon emissions.
- Over the same period, Heart of London Club connected 2,366 registered workers with 145 participating businesses. Employees redeemed 20,946 offers and experiences, with an estimated benefit value of £113,652.

Commitment 2

What we'll deliver

- **Save time with a dedicated Account Manager**, providing one contact for advice, local updates and help resolving problems.
- **Give your business a say in our services and priorities,** through regular opportunities to tell us what you need.
- **Reduce costs through collective purchasing**, including waste and recycling schemes, sustainability advice and access to relevant grants.
- **Make better operating decisions**, using local footfall, visitor spending, audience and property data to inform staffing, trading and marketing.
- **Support your people and build business connections**, through Heart of London Club benefits, training, networking, briefings, sector events and business resilience advice.



In practice

Reducing waste journeys on Panton Street

Old Park Lane Management, Leicester Square & Piccadilly Circus BID

The challenge

Separate waste collections meant multiple vehicles servicing neighbouring Panton Street businesses, adding congestion and disruption in a street with limited servicing space.

What HOLBA did

HOLBA brought Panton Street businesses together through our Preferred Waste Collection scheme, replacing multiple collections with a coordinated service.

The result

In just two months, collection journeys fell by 47%, and the recycling rate increased from 23% to 63%. That means an estimated 988 fewer vehicle movements a year, while making waste collection simpler and less disruptive for businesses.

Using local data to inform trading decisions

Fortnum & Mason, Piccadilly & Jermyn Street BID

The challenge

Fortnum & Mason wanted a clearer understanding of footfall around Piccadilly and the wider West End to help inform sales and marketing decisions.

What HOLBA did

HOLBA provided bespoke reports on weekly footfall, visitor behaviour, transport use, and other local indicators, giving the business an independent benchmark alongside its own performance data and helping find sales and marketing opportunities.

The result

The insights helped Fortnum & Mason identify opportunities to better align marketing activity, resource allocation and customer engagement with periods of increased visitor demand, supporting more informed trading decisions.



Commitment 3

More reasons to visit, work and spend time here

Connecting your business with new customers and audiences.



Renée Zellweger and Kirsty Tullett-Jones, Director of Marketing, HOLBA at the Scenes in the Square Bridget Jones statue launch

Why this matters

The Heart of London thrives on the mix of people who come here. Office workers sustain shops and restaurants, cultural audiences contribute to evening trade, and hotel guests explore the surrounding streets. The range of places to eat, meet and enjoy culture also makes the district an attractive place to work.

Delivery highlights

- Art of London, HOLBA's cultural consumer brand, has commissioned 15 high-profile public art activations and events, generating 2,428 pieces of coverage. Its channels reach 78,000 social media followers and attract 3,900 website visits each month.
- Since 2020, Scenes in the Square has celebrated Leicester Square's film heritage and generated 1679 pieces of press coverage.
- Over the next three years, we will use our destination campaigns, cultural programmes and partnerships to attract people to the area and connect them with local businesses.

Commitment 3

What we'll deliver

- **Attract visitors throughout the year**, through Art of London, Art After Dark and Discover Leicester Square, targeting local, national and international markets.
- **Showcase Piccadilly, Jermyn Street, St James's and the proposed extension streets**, highlighting their distinctive businesses, culture and heritage.
- **Connect businesses with major events and entertainment audiences**, including Scenes in the Square and film premieres creating ways to participate, and reach new customers.
- **Encourage workers to explore the local offer**, through Heart of London Club promotions and activities before, during and after work.
- **Promote your business at no additional cost**, through HOLBA's marketing channels and business concierge service, connecting you with customers and event organisers.

> **HOLBA's Crafted in the West End campaign gave Church's a national platform to tell the story behind our brand and the craftsmanship that has defined us for generations, while celebrating what makes Jermyn Street so special. The Instagram Reel produced for us became our second highest-performing post of the year, helping us introduce a new generation to what makes Church's and Jermyn Street unique.**
>
> **Ian Cardy, Store Manager, Church's, Jermyn Street, Piccadilly & Jermyn Street BID**

In practice

Supporting a major opening

Jamie's Italian, Leicester Square & Piccadilly Circus BID

The challenge

Returning to Leicester Square, Jamie's Italian needed to build awareness quickly and reach customers beyond those passing its doors.

What HOLBA did

HOLBA promoted the opening through Discover Leicester Square and Art of London, using social media, seasonal content, the Kids Eat Free offer and a targeted Time Out campaign.

The results

The promotion generated 10.9 million impressions and reached more than 5 million people, using HOLBA's consumer channels with a combined following of more than 158,000.

Reaching new audiences during quieter months

The National Gallery, Leicester Square & Piccadilly Circus BID

The challenge

The National Gallery and neighbouring businesses wanted to attract more people during quieter months and reach audiences who might not otherwise visit the Gallery.

What HOLBA did

HOLBA created and funded Art After Dark, bringing 26 partners together for a week-long cultural programme and campaign. The National Gallery hosted P-ART-Y After Dark as part of the programme.

The result

The sold-out event attracted more than 500 guests, with 20% visiting the Gallery for the first time. Footfall during the programme was 15% higher than in the equivalent week in 2025.



Rise and Shine by Lakwena Maciver, 2026. Part of Art After Dark.

Commitment 4

A stronger voice in decisions that affect your business

> **Making sure your views are heard before decisions are made.**

Why this matters

Planning, licensing, policing, transport and public policy shape how you operate, and what it costs. HOLBA brings evidence from local businesses directly to Government, the Mayor, Westminster City Council, TfL and other authorities, seeking changes that address practical concerns and enable growth.



Launching Mayor of London's new licensing powers at Blue Note jazz club. Secretary of State for Housing, Communities and Local Government, Angela Rayner; Sadiq Khan, Mayor of London; Justine Simons, Deputy Mayor for Culture and Creative Industries; Kate Nicholls, Chair, UKHospitality; Madeleine Blyth, Trustee, Music Venues Trust; Ros Morgan, Chief Executive, HOLBA; Nick Lewis, director and music programmer, Blue Note.

Delivery highlights

- Over the past 18 months, we have responded to 30 local, regional, and national consultations, including National Planning Policy Framework reforms and the Overnight Visitor Levy at national level, the Draft London Plan at regional level and Westminster's Statement of Licensing Policy at local level. We made the case for policies that support business investment, trading, and access.
- We also helped secure pedicab regulation, created the area's digital screen policy, supported McDonald's Leicester Square in securing a 24-hour premises licence and helped other businesses with planning and licensing applications.
- Our Cultural Strategy and the West End's first Evening and Night-time Strategy identify opportunities for culture and evening trade. Our performance reports and economic insights help businesses plan and strengthen our case for investment and policy change.
- We also tackle the everyday issues businesses raise. Our street team recorded 183 e-bike obstruction incidents in just 30 days, providing evidence for better parking and enforcement. We are seeking a review of more than 60 isolated trading pitches across the Heart of London, alongside action on redundant telephone boxes, to improve pavement access and protect business frontages.

Commitment 4

What we'll deliver

- **Influence decisions from the outset**, gathering business evidence, identifying shared priorities, and engaging decision-makers early to help shape policies and proposals before they are finalised.
- **Represent your business on operational issues**, making the case on planning, licensing, deliveries, trading hours and access.
- **Improve transport and connections**, advocating better evening services and step-free access at Leicester Square and Piccadilly Circus stations.
- **Reduce clutter on our streets**, seeking better e-bike parking, faster removal of obstructions, removal of redundant telephone boxes and reviews of isolated trading pitches to improve pavement access.
- **Connect your business with decision-makers**, through Future Talks, briefings, and direct engagement with the organisations responsible.

> **As a family-run business established on Jermyn Street, it's important to us that our local concerns are heard. HOLBA supports us at both a local and national level, from campaigning for business rates reform and the return of tax-free shopping to addressing e-bikes causing clutter outside. It gives businesses like ours a stronger voice on the issues that affect us every day.**
>
> **Richard Harvie, Managing Director, Harvie & Hudson, Piccadilly & Jermyn Street BID**

In practice

Regulating pedicabs

Society of London Theatre (SOLT), Piccadilly & Jermyn Street BID and Leicester Square & Piccadilly Circus BID

The challenge

Unregulated pedicabs created longstanding problems for theatres, businesses and visitors, including blocked pavements and venue exits, amplified music, dangerous driving, and overcharging.

What HOLBA did

HOLBA gathered evidence from businesses and worked with SOLT and other partners to prove the need for legislation giving TfL powers to regulate pedicabs. We then worked with TfL on the new regulations and licensing scheme.

The result

Legislation was secured in April 2024, followed by new TfL regulations in 2026. Mandatory licensing for pedicab drivers and operators takes effect on 27 November 2026, with vehicle licensing following on 18 February 2027. We will continue working with TfL and other authorities to ensure the new system delivers a real improvement on the ground.

Securing 24-hour trading

Capital Arches Group / McDonald's, Leicester Square & Piccadilly Circus BID

The challenge

McDonald's Leicester Square faced a 3am closing restriction despite substantial overnight demand, limiting its ability to serve customers and contribute to the West End's 24-hour economy.

What HOLBA did

HOLBA supported Capital Arches Group's application for extended opening, showing the benefits of well-managed late-night trading. Our existing partnership, including HOLBA security patrols, also helped show how 24-hour opening could support public safety.

The result

In July 2026, McDonald's secured a 24-hour premises licence, despite being within Westminster's Cumulative Impact Zone. The decision recognised its potential to provide an alcohol-free Safe Haven and a managed, well-lit environment for people in the West End late at night.



HOLBA security with a pedicab

Commitment 5

Lasting improvements to streets and public spaces

Turning plans for better streets into deliverable projects.



Why this matters

Well-designed streets and public spaces make the West End easier to navigate, more attractive to customers and better suited to everyday business needs.

HOLBA brings occupiers, property owners and public authorities together to turn shared ambitions into practical schemes.

Delivery highlights

- We secured £800,000 from property owners and £1 million from Westminster City Council for Sackville Street and Vigo Street. A further £2.7 million has been committed by the Council and £2 million by the private sector for St Martin's Lane.
- Our Heart of London Place Shaping Strategy identifies longer-term opportunities across the district.

Commitment 5

What we'll deliver

- **Prioritise street improvements with businesses**, identifying problems and agreeing which projects should come first.
- **Develop designs and costed proposals**, testing feasibility and building the case for funding and approval.
- **Protect business access and trading**, ensuring designs and construction arrangements address deliveries, customer access and safety.
- **Secure funding for improvements**, combining Council and property owner contributions with developer funding through Section 106 agreements and other eligible sources.
- **Drive projects through to delivery**, coordinating partners, securing approvals and challenging delays, with construction subject to funding and necessary permissions.

The schemes we'll drive forward

From projects nearing construction to longer-term proposals, the following schemes show where HOLBA will focus its efforts over the next three years.

> **Turning a shared priority into something funders can back is where HOLBA adds real value. As we progress the largest redevelopment in The Ritz's history, HOLBA is bringing the right people together to create opportunities that benefit the hotel and the surrounding area. That's difficult for one occupier or owner to achieve alone.**
>
> **Andrew Love, Senior Advisor, The Ritz London, Piccadilly & Jermyn Street BID**

In practice

Turning a shared priority into investment

Sackville Street and Vigo Street, Piccadilly & Jermyn Street BID

The challenge

Property owners including Art-Invest Real Estate and Aviva Investors wanted an area investment plan to improve the arrival routes along Sackville Street and Vigo Street, better reflect the quality of the businesses there and strengthen connections between Mayfair and Piccadilly.

What HOLBA did

HOLBA developed the public realm scheme with occupiers, property owners, and Westminster City Council. Once approved, HOLBA brought together nine property owner contributions totalling almost £800,000, alongside £1 million from the council.

The result

Phase one was completed in 2024, transforming Vigo Street and complementing investment in the Royal Academy of Arts' north entrance. The wider scheme is due to be completed in 2028, delivering £1.8 million of investment in the area.



Sackville Street & Vigo Street intersection

Commitment 5



Green Park Gateway | In development

An arrival worthy of Piccadilly

Wider pavements, easier crossings and less congestion around Green Park station would create a more welcoming arrival into Piccadilly. Trees, lighting and new paving would complement the landmark buildings, shops, hotels and restaurants nearby.

What we'll do next

Finalise the first-phase designs for Arlington Street and Bennet Street with partners, secure the necessary approvals and establish a route towards construction.





Arts Quarter | In development

More reasons to explore. More opportunities for business.

New cultural spaces, active frontages and clearer routes between Trafalgar Square, Leicester Square, Piccadilly and Haymarket would bring underused streets to life and encourage people to discover surrounding businesses.

What we'll do next

Work with private and public sector partners to connect individual developments, cultural activation, and street improvements into a coherent creative destination.

Commitment 5



Charing Cross Road | In development

More room to browse, meet and spend time

Wider pavements, safer crossings, trees and cleaner air would make Charing Cross Road more attractive for visitors and customers. Improved loading and access arrangements would better serve its bookshops, cafés and independent retailers.

What we'll do next

Develop the proposals with businesses and public authorities, building the case for investment and finding a practical route to funding and delivery.



Piccadilly Circus & Regent St James's | In development

A world-famous destination that works better at street level

More space for pedestrians, greenery, public art and easier movement between surrounding streets would strengthen this world-famous destination while meeting the needs of shops, offices, hospitality and cultural venues.

What we'll do next

Work with The Crown Estate and Westminster City Council to bring businesses and sector representatives together, ensuring their priorities shape the emerging proposals. We will focus on access, servicing, safety, and space for major events, helping turn plans into improvements that work for businesses.

Commitment 5



Leicester Square Management Plan | In development

A better balance between major events and everyday business

A coordinated approach to events, outdoor dining and daily activity would protect access, support trading and maintain Leicester Square's appeal as a world-class film and entertainment destination throughout the year.

What we'll do next

Work with businesses and Westminster City Council to turn the shared vision and management plan into action, agreeing responsibilities and priorities for practical improvements and future investment.



St Martin's Lane | In development

Make a theatre visit a longer stay

Wider pavements, outdoor dining, trees and seating would encourage theatre audiences to explore nearby shops, restaurants and hotels, while providing practical space for servicing and deliveries.

What we'll do next

Work with Westminster City Council and property owners to finalise the design and move the scheme into construction.

How your investment is managed

Businesses oversee how your money is spent, with separate budgets, accounts and annual reporting for each BID.

- Each Occupier BID has its own boundary, budget and ballot. Heart of London Business Alliance (HOLBA) is the BID proposer and delivery body, while Westminster City Council administers the ballots and collects the levy.
- The governance and financial arrangements below apply to both BIDs. Details specific to each area are set out in Schedules 1 and 2.



How your investment is protected

- The BIDs do not replace Council, police or other public services. Westminster City Council will enter into a Baseline Agreement for each BID setting out the Council services expected during the term. Your levy funds additional services and improvements, not existing public services.
- HOLBA is a not-for-profit company limited by guarantee, registered in England and Wales under company number 04293930.
- An unpaid Board of occupier and property owner representatives from across HOLBA's areas and sectors oversees strategy and finances.
- Each BID's income and expenditure is accounted for separately. Annual accounts are prepared and filed in accordance with company law. We will report to businesses at least annually on services delivered, results achieved and how BID income has been spent.
- Westminster City Council's collection of the levy and HOLBA's use of the funds will be governed by a separate Operating Agreement for each BID.

How budgets are managed

- The forecast budgets are based on eligible properties (hereditaments) and their 2023 rateable values and assume a 97% levy collection rate.
- BID levy and other income are shown separately and cover only the three financial years of the proposed term.
- Core costs include staff, legal, accountancy and accommodation costs and will be reported separately.
- The Board may change how money is allocated between services and projects in response to business need, provided spending remains within this proposal. Any material change to the allocation of the budget will require Board approval.
- Any change that would alter a BID boundary, increase the levy beyond the approved rates or make a new class liable would require an alteration ballot.

Who pays and how much

Your annual levy averages 1.44% of your property's 2023 rateable value over the three-year term, with a maximum charge of £50,000 per hereditament each year.

The levy applies to eligible businesses within each BID boundary. If the ballot is successful, all eligible ratepayers must contribute, regardless of how they voted or whether they voted.

The schedules at the end of this proposal set out each BID's eligibility thresholds, annual levy rates and worked examples.



Levy rules and reliefs

The following levy rules apply to both Occupier BIDs and should be read alongside the Local Government Act 2003, the Business Improvement Districts (England) Regulations 2004 and the final Operating Agreement.

1. The BID term will run from 1 April 2027 to 31 March 2030.
2. The levy applies to each rated property within the approved boundary that meets the minimum 2023 rateable value in the relevant schedule. For Leicester Square & Piccadilly Circus the threshold is £130,000 and for Piccadilly & Jermyn Street the threshold is £225,000.
3. The levy will be calculated using the 2023 business rating list as at 1 April 2023, with any new splits or mergers beyond that date being valued as at 31 March 2026.
4. The annual levy rate multiplier will be 1.41% in 2027/28, 1.44% in 2028/29 and 1.47% in 2029/30.
5. No business will pay more than £50,000 for any one hereditament in any financial year, from 1 April to 31 March.
6. Where a rateable value change results in a lower levy, the lower charge will apply from the start of the financial year in which the change is made. No refund will be made for a previous financial year.
7. A charitable organisation receiving mandatory charitable relief from non-domestic rates will receive an 80% reduction on its BID levy.
8. The levy will increase only through the three annual rates specified above.
9. The levy must be paid in full within 14 days of receipt of the levy demand.
10. Liability is calculated daily and falls on the eligible ratepayer.

For an untenanted eligible property, the levy is charged to the landlord, subject to the levy rules above.

The ballot and your vote

Your vote decides whether your area continues to benefit from three more years of collective investment.



What you are voting on

Both Occupier BIDs are proposed for renewal for three years, from 1 April 2027 to 31 March 2030.

The Piccadilly & Jermyn Street Occupier BID also proposes to extend its boundary to include Berkeley Street, Stratton Street, Lansdowne Row and Mayfair Place. The Leicester Square & Piccadilly Circus Occupier BID boundary remains unchanged.

Who can vote

Westminster City Council will send one ballot paper for each eligible property to the person entitled to vote. If you receive more than one ballot paper, complete and return each one.

Properties below the relevant levy threshold do not have a vote. Each Occupier BID has a separate ballot, and eligible businesses vote only in the ballot for their property's area.

How the ballot works

Each BID must meet both of the following conditions to be renewed:

- More than half of the votes cast must be YES.
- The YES votes must represent more than half of the total rateable value represented by all votes cast.

Key ballot dates

4 Feb 2027
Ballot opens

4 Mar 2027
Voting closes. Ballot papers must arrive by 5pm.

5 Mar 2027
Result announced

1 Apr 2027
If successful, new term begins

Complete and return every ballot paper you receive, following the instructions provided.

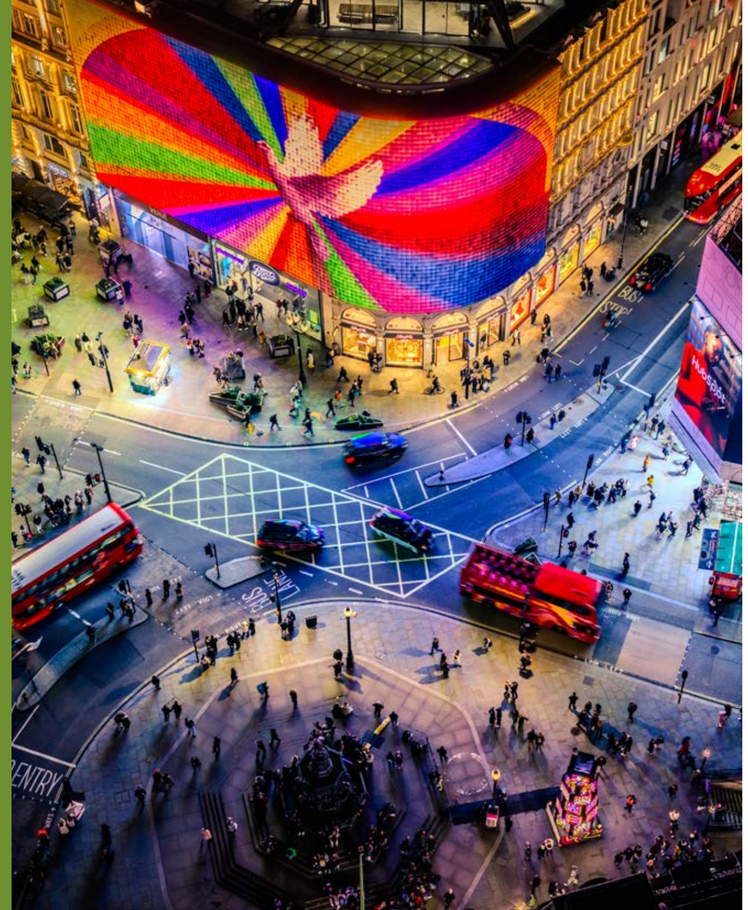
What happens if your BID is not renewed

Without renewal, your Occupier BID and the corresponding Property Owner BID will both end on 31 March 2027. The Property Owner BID depends on the Occupier BID being renewed. Your area would lose the HOLBA-funded services, business support and collective investment provided through both BIDs. **Once lost, this collective investment cannot simply be switched back on.**

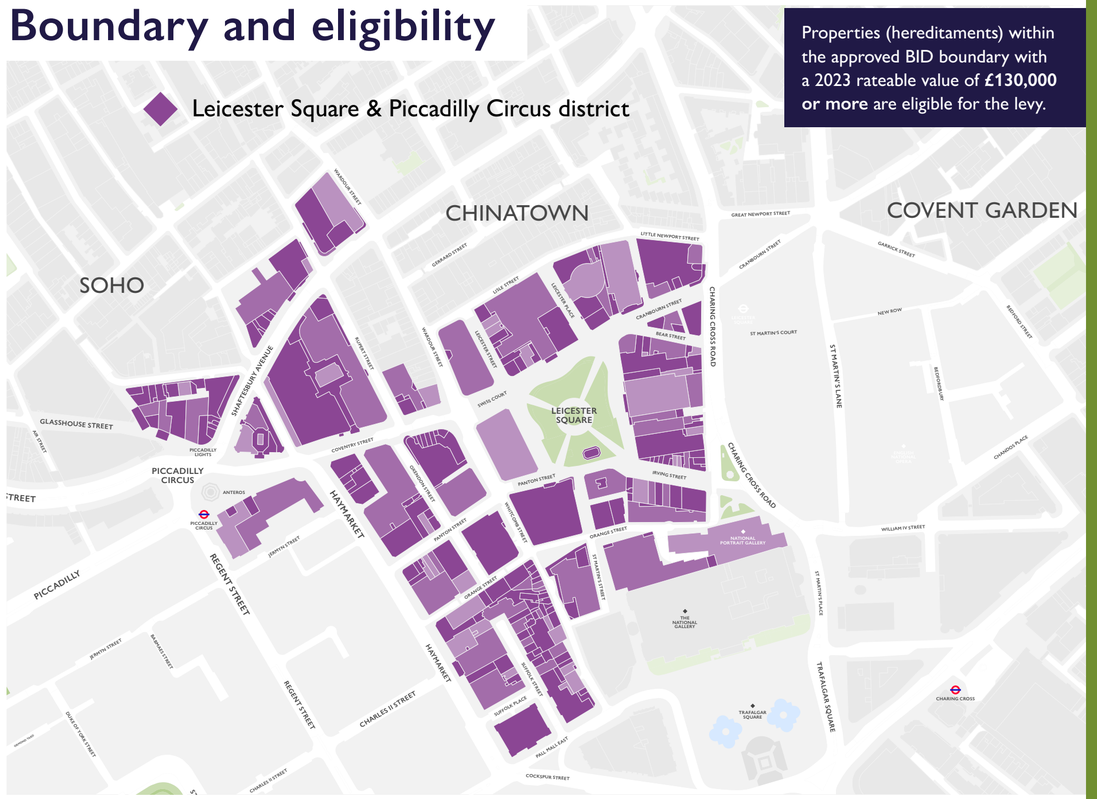
Schedule

Leicester Square & Piccadilly Circus Occupier BID

This schedule sets out the boundary, eligibility, levy charges and three-year investment for the Leicester Square & Piccadilly Circus Occupier BID renewal.



Boundary and eligibility



Properties (hereditaments) within the approved BID boundary with a 2023 rateable value of **£130,000 or more** are eligible for the levy.

The details for your BID

Schedule 1

Streets and places within the BID

The streets and places covered are listed below. Where a street is marked 'part', the BID boundary map and final property schedule determine which properties are included.

Bear Street; Charing Cross Road (part); Clareville House; Coventry Street; Cranbourn Alley; Cranbourn Street (part); Denman Street (part); Excel Court; Glasshouse Street (part); Great Windmill Street (part); Haymarket (part); Huguenot House; Hunt's Court; Irving Street; Jermyn Street (part); Leicester Court; Leicester Place; Leicester Square; Leicester Street; Lisle Street (part); Little Newport Street (part); Long's Court; New Coventry Street; Orange Street; Oxendon Street; Pall Mall East (part); Panton Street; Piccadilly (part); Piccadilly Circus; Piccadilly Circus Station; Regent Street (part); Rupert Court; Rupert Street (part); Shaftesbury Avenue (part); Shavers Place; Sherwood Street; St Martin's Street; Suffolk Place; Suffolk Street; Swiss Centre; Swiss Court; The Trocadero; Wardour Street (part); Whitcomb Court; Whitcomb Street.

Your levy explained

Your annual levy is calculated using your property's 2023 rateable value and the approved rate for each year:

- **2027/28:** 1.41%
- **2028/29:** 1.44%
- **2029/30:** 1.47%

The maximum charge is **£50,000 per eligible hereditament each year**, before any applicable relief.



Why 2023 rateable values are being used

The 2026 revaluation increased average rateable values across this BID by approximately **21.7%.** Using the 2023 rating list avoids applying the full revaluation increase to the levy at the start of the term, giving businesses greater cost certainty.

Worked levy examples

These examples show the levy payable for a full year and assume no charitable relief applies.

	2027/28	2028/29	2029/30
2023 rateable value	**1.41%**	**1.44%**	**1.47%**
£130,000	£1,833	£1,872	£1,911
£225,000	£3,172.50	£3,240	£3,307.50
£500,000	£7,050	£7,200	£7,350
£2,000,000	£28,200	£28,800	£29,400
£5,000,000	£50,000 cap	£50,000 cap	£50,000 cap

Your three-year investment

Around £4.4 million of planned investment in Leicester Square & Piccadilly Circus over the next three years from occupier BID contributions.

Three-year budget

The tables on the next page show the forecast income and expenditure for the Leicester Square & Piccadilly Circus Occupier BID. All funds will be accounted for separately and used only for this BID.

Schedule 1



Forecast income

Income	2027/28	2028/29	2029/30	Three-year total
BID levy	£1,417,504	£1,460,029	£1,503,830	£4,381,363
Other income	£40,697	£41,918	£43,176	£125,791
Total income	**£1,458,201**	**£1,501,947**	**£1,547,006**	**£4,507,154**

Expenditure budget

The budget is organised around the five commitments in this proposal, alongside the costs of running and renewing the BID.

Expenditure	2027/28	2028/29	2029/30	Three-year total
Professional street management and dedicated problem solving	£347,252	£357,669	£368,399	£1,073,320
Practical support that saves your business time and money	£60,346	£62,156	£64,021	£186,523
More reasons to visit, work and spend time here	£278,436	£286,789	£295,393	£860,618
A stronger voice in decisions that affect your business	£82,578	£85,056	£87,607	£255,241
Lasting improvements to streets and public spaces	£290,082	£298,785	£307,748	£896,615
BID renewal	£18,768	£19,331	£19,911	£58,010
Core costs	£324,211	£333,937	£343,956	£1,002,104
Contingency	£42,525	£43,801	£45,115	£131,441
Total expenditure	**£1,444,198**	**£1,487,524**	**£1,532,150**	**£4,463,872**

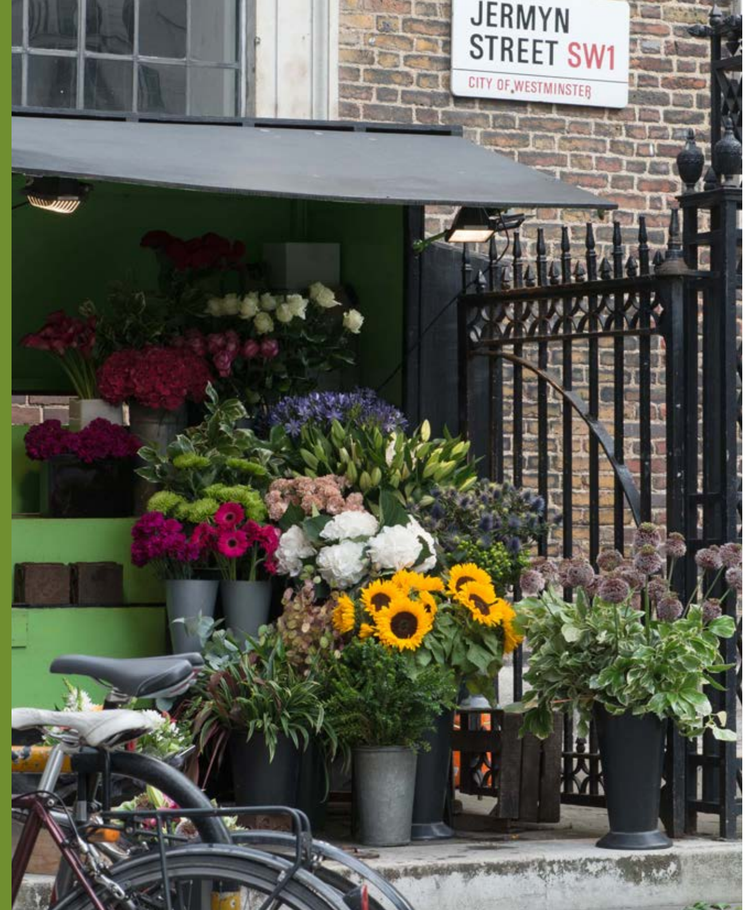
Forecast balance over the term: £43,282. Any remaining balance will stay with this BID and be managed through budgets approved by the Board.

Schedule 2

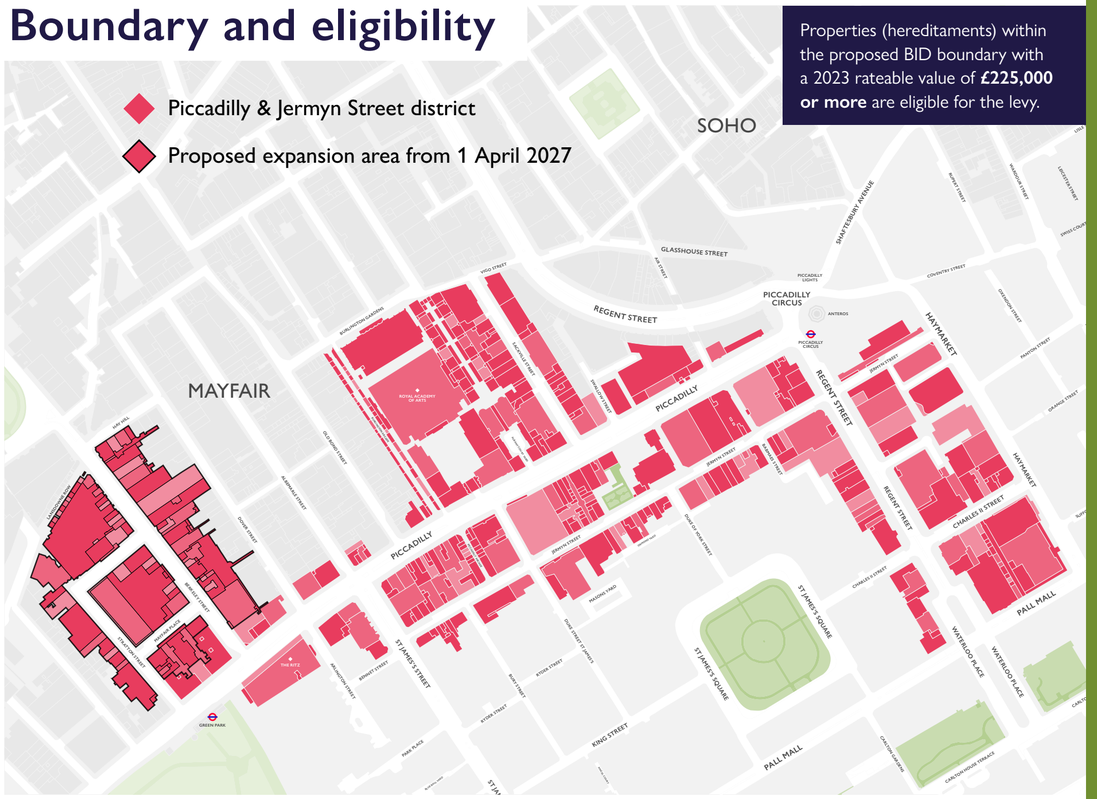
Piccadilly & Jermyn Street Occupier BID

Including Berkeley Street, Stratton Street, Lansdowne Row and Mayfair Place.

This schedule sets out the boundary, eligibility, levy charges and three-year investment for the Piccadilly & Jermyn Street Occupier BID renewal and alteration. The proposed alteration extends the BID boundary to include Berkeley Street, Stratton Street, Lansdowne Row and Mayfair Place.



Boundary and eligibility



Properties (hereditaments) within the proposed BID boundary with a 2023 rateable value of **£225,000 or more** are eligible for the levy.

The details for your BID

Schedule 2

Streets and places within the proposed BID

The streets and places covered are listed below. Where a street is marked 'part', the BID boundary map and final property schedule determine which properties are included.

Babmaes Street (part); Berkeley Street; Burlington Arcade; Burlington Gardens (part); Burlington House; Carlton Street; Charles II Street (part); Church Place; Dover Street (part); Duke Street (part); Eagle House; Eagle Place; Haymarket (part); Jermyn Street (part); Lansdowne Row; Mayfair Place; Norris Street; Pall Mall (part); Pall Mall Place; Piccadilly (part); Piccadilly Arcade; Piccadilly Place; Princes Arcade; Princes House; Regent Street (part); Sackville Street; St James's Market; St James's Street (part); Stratton Street; Swallow Street (part); Vine Street; Waterloo Place (part).

Your levy explained

Your annual levy is calculated using your property's 2023 rateable value and the approved rate for each year:

- **2027/28:** 1.41%
- **2028/29:** 1.44%
- **2029/30:** 1.47%

The maximum charge is **£50,000 per eligible hereditament each year**, before any applicable relief.



Why 2023 rateable values are being used

The 2026 revaluation increased average rateable values across this BID by approximately **14.7%**. Using the 2023 rating list avoids applying the full revaluation increase to the levy at the start of the term, giving businesses greater cost certainty.

Worked levy examples

These examples show the levy payable for a full year and assume no charitable relief applies.

	2027/28	2028/29	2029/30
2023 rateable value	**1.41%**	**1.44%**	**1.47%**
£225,000	£3,172.50	£3,240	£3,307.50
£500,000	£7,050	£7,200	£7,350
£2,000,000	£28,200	£28,800	£29,400
£5,000,000	£50,000 cap	£50,000 cap	£50,000 cap

Your three-year investment

Around £5.9 million of planned investment in Piccadilly & Jermyn Street over the next three years from occupier BID contributions.

Three-year budget

The tables on the next page show the forecast income and expenditure for the Piccadilly & Jermyn Street Occupier BID, including the proposed extension streets. All funds will be accounted for separately and used only for this BID.

Schedule 2



Forecast income

Income	2027/28	2028/29	2029/30	Three-year total
BID levy	£1,904,518	£1,961,654	£2,020,503	£5,886,675
Other income	£40,697	£41,918	£43,176	£125,791
Total income	**£1,945,215**	**£2,003,572**	**£2,063,679**	**£6,012,466**

Expenditure budget

The budget is organised around the five commitments in this proposal, alongside the costs of running and renewing the BID.

Expenditure	2027/28	2028/29	2029/30	Three-year total
Professional street management and dedicated problem solving	£466,001	£479,981	£494,380	£1,440,362
Practical support that saves your business time and money	£80,982	£83,411	£85,914	£250,307
More reasons to visit, work and spend time here	£373,653	£384,863	£396,408	£1,154,924
A stronger voice in decisions that affect your business	£110,817	£114,142	£117,566	£342,525
Lasting improvements to streets and public spaces	£389,281	£400,960	£412,988	£1,203,229
BID renewal	£25,187	£25,942	£26,721	£77,850
Core costs	£435,081	£448,134	£461,578	£1,344,793
Contingency	£57,136	£58,850	£60,615	£176,601
Total expenditure	**£1,938,138**	**£1,996,283**	**£2,056,170**	**£5,990,591**

Forecast balance over the term: £21,875. Any remaining balance will stay with this BID and be managed through budgets approved by the Board.

What happens next

Your vote decides what happens next

In the 2022 ballot, more than 90% of votes backed HOLBA. We're proud of that support, but we can't take the next result for granted.

> **Vote YES to keep businesses and property owners investing together in the place your business depends on**

Renewing both Occupier BIDs would support **around £20 million of planned investment** across Leicester Square & Piccadilly Circus and Piccadilly & Jermyn Street over the next three years.

Don't leave it to others. Every single vote counts.

Complete and return every ballot paper you receive, following the instructions provided.

Voting opens on 4 February 2027. Complete and return your postal ballot paper so it arrives by 5pm on 4 March 2027.



Questions about the proposal or support for your business?

New to HOLBA or already know us? Meet the team, ask your questions and find out what the proposal means for your business. We're happy to talk in person or online.

hello@holba.london
020 7734 4507

Stay connected

holba.london
/heart-of-london-business-alliance
@holbid
HOLBA Operational Alerts

Investing in the place your business depends on

HEART OF LONDON BUSINESS ALLIANCE

Heart of London Business Alliance
80 - 81 St Martin's Lane London WC2N 4AA
hello@holba.london +44 (0)20 7734 4507